

Pathways to Management and Leadership

**Level 5: Management and
Leadership**

Unit 515

**Creating and Delivering Operational
Plans**

Pathways to Management and Leadership

Unit 515: Creating and Delivering Operation Plans

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Creating and Delivering Operational Plans

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About this workbook

The unit

The main purpose of this workbook is to support you as you study for the Chartered Management Institute Level 5 Qualification-Management and Leadership, so it specifically focuses on the content of the syllabus for Unit 515 Creating and Delivering Operational Plans.

This is about developing an understanding of the importance of the strategic direction of the organisation and how to contribute to the strategic planning process as well as developing the knowledge and skills required to create and deliver operational plans. This also includes the need to set key performance indicators, monitor quality and outcomes against the plan, and know how to effectively report on findings.

This workbook provides underpinning knowledge and develops understanding to improve your skills as well as to prepare for future assessment. If you are studying towards Level 5 in Management and Leadership, then you will be assessed by your approved centre on your knowledge and understanding of the following learning outcomes:

1. Understand the principles of operational planning in an organisation
2. Know how to create an operational plan in line with organisational objectives
3. Know how to manage and lead the delivery of an operational plan
4. Know how to monitor and measure the outcome of operational planning.

The aims of this workbook

This workbook aims to help you learn how to:

- Translate organisational objectives into operational plans, understand the strategic direction of an organisation and how to contribute to the strategic planning process
- Create and deliver operational plans.

Syllabus coverage

The table below shows which sections of the workbook address the assessment criteria of the qualification syllabus.

Unit 515 Creating and Delivering Operational Plans Syllabus coverage		Addressed within section
1.1	Assess the relationship between an organisation's strategic objectives and operational planning	1
1.2	Evaluate the use of approaches to operational planning	1
2.1	Examine the impact of legal and organisational factors on an operational plan	2
2.2	Assess the ethical requirements that influence an operational plan	2
2.3	Create an operational plan in line with organisational objectives	2
3.1	Assess methods of managing and leading the delivery of an operational plan	3
3.2	Examine techniques for problem solving and decision making	3
4.1	Evaluate methods to monitor progress and measure the outcome of operational plans	4

Getting started

The ability to translate organisational objectives into operational plans is an essential management skill. The unit opens with the importance of understanding the strategic direction of the organisation and how to contribute to the strategic planning process. It then focuses on the knowledge and skills required to create and deliver operational plans. This includes the need to set key performance indicators, monitor quality and outcomes against the plan, and know how to effectively report on findings.

To begin with, a manager needs to be able to understand the principles of operational planning in an organisation. This involves understanding the relationship between an organisation's strategic objectives and operational planning. This is important in order to develop the ability to evaluate the use of approaches to operational planning.

The manager should know how to create an operational plan in line with organisational objectives, examine the impact of legal and organisational factors on an operational plan and assess the ethical requirements that influence an operational plan.

Next, a manager needs to know how to manage and lead the delivery of an operational plan. He or she needs to be able to assess methods of managing and leading the delivery of operational plans. Also, being able to examine techniques for problem solving and decision making are important when delivering operational plans.

Finally, the manager needs to know how to monitor and measure the outcome of operational planning. An effective manager should be able to evaluate methods to monitor progress and measure the outcomes of operational plans.

How to use the workbook

The workbook provides ideas from writers and thinkers in the management and leadership field. They offer opportunities for you to investigate and apply these ideas within your working environment and job-role.

Structure

The workbook is divided into sections that together cover the knowledge and understanding required for that unit of Level 5 Management and Leadership. Each section starts with a clear set of objectives that identify the background knowledge to be covered, and the management skills in the workplace that enable you to demonstrate this knowledge. You do not have to complete the sections in the order they appear in the workbook, but you should try to cover them all to make sure that your work on the unit is complete. There are self-assessment questions at the end of each section that allow you to check your progress. You may want

to discuss your answers to the self-assessment questions with your line manager or a colleague.

Activities

Throughout the workbooks there are activities for you to complete. These activities are designed to help you to develop yourself as a manager. Space is provided within the activities for you to enter your own thoughts or findings. Feedback is then provided to confirm your input or to offer more ideas for you to consider.

To get the best from the workbooks, you should try to complete each activity fully before moving on. However, if the answer is obvious to you because the issue is one you have encountered previously, then you might just note some bullet points that you can then compare quickly against the feedback. You may sometimes find it difficult to write your complete response to an activity in the space provided. Don't worry about this — just keep a separate notebook handy, which you can use and refer to as needed.

Try not to look at the feedback section before completing an activity. You might like to try covering up the feedback with a postcard or piece of paper while you are working through an activity.

Timings

Timings are suggested in each section and activity, although it is important that you decide how much time to spend on an activity. Some activities may occupy only a few moments' thought, while others may be of particular interest and so you might decide to spend half an hour or more exploring the issues. This is fine — the purpose of the activities is to help you reflect on what you are doing, and to help you identify ways of enhancing your effectiveness. It is always worth writing something though, even if it's brief — the act of writing will reinforce your learning much more effectively than just referring to the feedback.

Scenarios

There are scenarios and examples throughout each workbook to illustrate key points in real workplace settings. The scenarios cover a wide range of employment sectors. As you work through, you might like to think of similar examples from your own experience.

Planning your work

The reading and reflection, scenarios and activities in each section of the workbooks are designed to take around two hours to complete (although some may take longer). This is a useful indicator of the minimum length of time that you should aim to set aside for a study session. Try to find a quiet place where you will not be interrupted and where you can keep your workbooks, notes and papers reasonably tidy. You may also like to think about the time of day when you work best — are you a 'morning person' who likes to get things done at the start of the day, or do you work better in the evening when there may be fewer disturbances?

Preparing for assessment

Further information on assessment is available in the Qualification Support section of ManagementDirect, CMI's online resource portal. If you have any further questions about assessment procedures, it is important that you resolve these with your tutor or centre co-ordinator as soon as possible.

Further reading

Suggestions for further reading and links to management resources such as CMI Checklists, CMI Models, Leader Videos and journal articles are available via ManagementDirect. You will also find titles for further reading in the Further resources at the end of this workbook.

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Section 1 Understand the principles of operational planning in an organisation

Learning outcomes and assessment criteria (about 2 hours)

By the end of this section you will understand the principles of operational planning in an organisation and by completing this section you will be able to:

1.1	Assess the relationship between an organisation's strategic objectives and operational planning
1.2	Evaluate the use of approaches to operational planning

In this section, you will start by understanding the relationship between an organisation's strategic objectives and operational planning. In doing so, you will develop your ability to assess the relationship between strategic objectives and operational planning.

Additionally, you will develop your understanding of the different approaches to operational planning and your ability to evaluate the use of these.

Understand the relationship between an organisation's strategic objectives and operational planning

In order to develop your ability to translate organisational objectives into operational plans, you need to understand the relationship between an organisation's strategic objectives and operational planning.

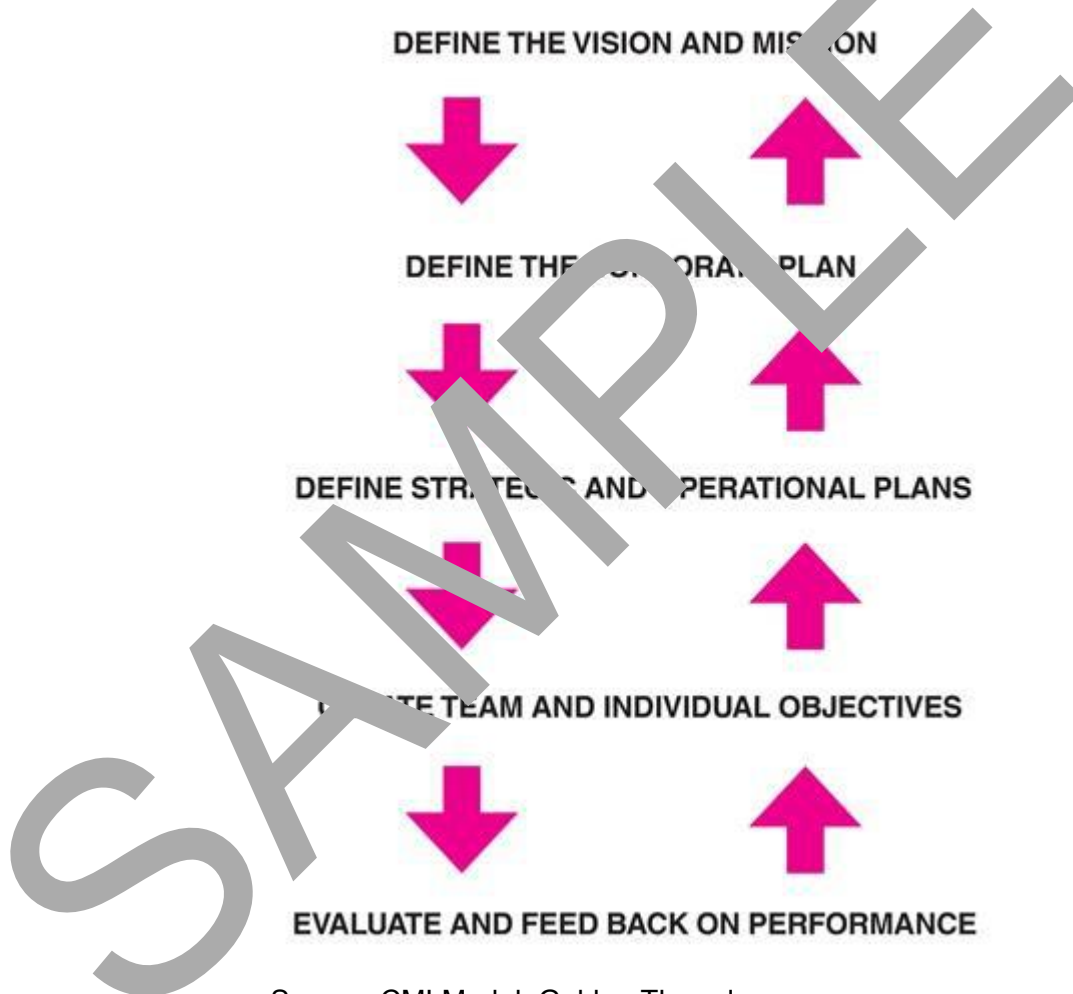
Relationship refers to the input into strategic planning and may include but is not limited to the vision, mission, aims and objectives (also known as the Golden Thread), values and ethics. It also encompasses the translation of strategic goals into deliverables, links between/roles of different operational areas.

As the CMI Model, *Golden Thread* explains:

'The Golden Thread is a performance model that aligns business goals to measures of success. The Golden Thread is the link between vision, analysis, systems and people, amounting to a shared understanding of how the vision, goals and values of the organisation relate to daily work. The alignment to organisational goals is essential if performance is to improve on a sustainable basis. To ensure that activities are aligned with an organisation's strategy, attention should be paid to the often overlooked middle or operational management activities which form the link, as well as individual employees' contributions.'

The Golden Thread principle creates a link between the key success factors that have been derived from the overall strategy resulting in team members making conscious contributions for which they are accountable. This ensures that those who deliver objectives and outcomes have real ownership. The Golden Thread can be translated into a scorecard, as well as represented by a flow diagram as in this version.'

The model that follows presents a useful visual guide to the relationship between an organisation's strategic objectives and operational planning.



Source: CMI Model, Golden Thread

You might like to watch the following Leader videos available in ManagementDirect. Both emphasise the importance of organisational vision and provide examples of this in practice.

Securing a common vision and strategy

Speaker: Nick Kugenthiran

'When employees are given a clear vision and empowered with responsibilities and accountability, they flourish. The leadership team wrote the headline they would like to see in a newspaper article in the year 2015. The headline became the vision. The leaders secured agreement with their teams and spent two days deciding how to get there. It became everyone's vision and strategy.'

The most important leadership practice: inspire and share a vision
Speaker: Jim Kouzes

'The most important practice for leaders is to envision the future and communicate that vision in a way that others can see themselves in the vision. That practice is both the weakest, from CEOs to the front line, and the one that distinguishes leaders from peers.'

In the Leader video: *Without vision, companies will perish*, Mervin G. Hillier, Managing Director for Canadian based company NUVISION, shares his personal experiences of the importance of purpose and vision to create strategy. The company website www.nuvision.ca explains:

'To achieve a state of high performance and long-term sustainability, there is only one enterprise solution — the alignment of organizational strategy, design and culture.'

The CMI Checklist 262, *Corporate Values* explains how values underpin and support the achievement of the organisation's purpose and vision:

'Successful organisations are linked with strong values and culture. Values are a key component of an organisation's culture and should underpin the whole organisation by guiding behaviours to support cultural change. Organisations that commit to consciously values-based cultures can drive improvements in productivity, customer satisfaction and achieve long-term competitive advantage. When core values are both effectively expressed and genuinely lived out staff engagement is positively affected as employees gain a greater sense of meaning in work, which in turn increases motivation and commitment. For corporate values to be meaningful they have to be expressed in terms that make sense to employees. For corporate values to be credible they should align with the strategic purpose of the organisation and be reflected in leadership and management practice.'